



**RETURN BIDS TO:  
RETOURNER LES SOUMISSIONS À :**

Bid Receiving:  
Atlantic Canada Opportunities Agency (ACOA),  
Head Office  
644 Main Street  
P.O. Box 6051  
Moncton, New Brunswick  
Canada E1C 9J8  
(Courier Address: E1C 1E2)

E-mail: tenders-soumissions@acoa-apeca.gc.ca

**BID SOLICITATION  
DEMANDE DE SOUMISSIONS**

The Bidder offers to provide to Canada the goods, services or both listed in the bid solicitation in accordance with the conditions set out in the bid solicitation and at the prices set out in the bid.

Le soumissionnaire offre de fournir au Canada les biens, services ou les deux énumérés dans la demande de soumissions aux conditions prévues dans la demande de soumissions et aux prix indiqués dans la soumission.

Date of Solicitation - Date de la demande 2021-07-15	
Address inquiries to - Adresser toute demande de renseignements à : Rodrigue LeBlanc E-mail: tenders-soumissions@acoa-apeca.gc.ca	
Area code and Telephone No. Code régional et N° de téléphone 506-851-3996	Facsimile No. N° de télécopieur
Destination ACOA Prince Edward Island Regional Office Royal Bank Building, 3rd floor 100 Sydney Street Charlottetown, Prince Edward Island	

**Instructions:**  
Municipal taxes are not applicable.

Unless otherwise specified in the bid solicitation, all prices quoted must be net prices in Canadian funds including Canadian customs duties, excise taxes, and must be FOB, including all delivery charges to destination(s) as indicated. The amount for Applicable Taxes is to be shown as a separate item.

**Instructions:**  
Les taxes municipales ne s'appliquent pas.

Sauf indication contraire dans la demande de soumissions, tous les prix indiqués doivent être des prix nets, en dollars canadiens, comprenant les droits de douane canadiens, la taxe d'accise et doivent être FAB, y compris tous frais de livraison à la (aux) destination(s) indiquée(s). Le montant des taxes applicables doit apparaître séparément.

Solicitation No. - N° de la demande P2200199	Amendment No. - N° de modification 1
Solicitation closes - La demande prend fin at - à 3:00PM (ADT) -15:00 (HAA) on - le 2021-08-04	File No. - N° de dossier P2200199



Delivery required - Livraison exigée	Delivery offered - Livraison proposée
Supplier Name and Address - Nom et adresse du fournisseur	
Telephone No. - N° de téléphone Facsimile No. - N° de télécopieur	
Name and title of person authorized to sign on behalf of supplier (type or print) Nom et titre de la personne autorisée à signer au nom du fournisseur (caractère d'impression)	
Signature	Date

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## **PART 1 - GENERAL INFORMATION**

### **1.1 Security Requirements**

No security requirements identified for the requirement.

### **1.2 Statement of Work**

The Work to be performed is detailed under Article 6.2 of the resulting contract clauses.

### **1.3 Debriefings**

Bidders may request a debriefing on the results of the bid solicitation process. Bidders should make the request to the Contracting Authority within 15 working days from receipt of the results of the bid solicitation process. The debriefing may be in writing, by telephone or in person.

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## PART 2 - BIDDER INSTRUCTIONS

### 2.1 Standard Instructions, Clauses and Conditions

All instructions, clauses and conditions identified in the bid solicitation by number, date and title are set out in the [Standard Acquisition Clauses and Conditions Manual](https://buyandsell.gc.ca/policy-and-guidelines/standard-acquisition-clauses-and-conditions-manual) (<https://buyandsell.gc.ca/policy-and-guidelines/standard-acquisition-clauses-and-conditions-manual>) issued by Public Works and Government Services Canada.

Bidders who submit a bid agree to be bound by the instructions, clauses and conditions of the bid solicitation and accept the clauses and conditions of the resulting contract.

The [2003](#) (2020-05-28) Standard Instructions - Goods or Services - Competitive Requirements, are incorporated by reference into and form part of the bid solicitation.

Subsection 5.4 of [2003](#), Standard Instructions - Goods or Services - Competitive Requirements, is amended as follows:

Delete: 60 days

Insert: 90 days

### 2.2 Submission of Bids

Bids must be submitted only to Atlantic Canada Opportunities Agency (ACOA) Head Office Bid Receiving by the date, time and place indicated on page 1 of the bid solicitation.

Note: the email address for bid submission is:

[tenders-soumissions@acoa-apeca.gc.ca](mailto:tenders-soumissions@acoa-apeca.gc.ca)

Bids transmitted by facsimile or using the epost Connect service will not be accepted.

### 2.3 Former Public Servant

Contracts awarded to former public servants (FPS) in receipt of a pension or of a lump sum payment must bear the closest public scrutiny, and reflect fairness in the spending of public funds. In order to comply with Treasury Board policies and directives on contracts awarded to FPSs, bidders must provide the information required below before contract award. If the answer to the questions and, as applicable the information required have not been received by the time the evaluation of bids is completed, Canada will inform the Bidder of a time frame within which to provide the information. Failure to comply with Canada's request and meet the requirement within the prescribed time frame will render the bid non-responsive.

#### Definitions

For the purposes of this clause, "former public servant" is any former member of a department as defined in the *Financial Administration Act*, R.S., 1985, c. F-11, a former member of the Canadian Armed Forces or a former member of the Royal Canadian Mounted Police. A former public servant may be:

- a. an individual;
- b. an individual who has incorporated;
- c. a partnership made of former public servants; or
- d. a sole proprietorship or entity where the affected individual has a controlling or major interest in the entity.

**"lump sum payment period"** means the period measured in weeks of salary, for which payment has been made to facilitate the transition to retirement or to other employment as a result of the implementation of various programs to reduce the size of the Public Service. The lump sum payment period does not include the period of severance pay, which is measured in a like manner.

"pension" means a pension or annual allowance paid under the [Public Service Superannuation Act](#) (PSSA), R.S., 1985, c. P-36, and any increases paid pursuant to the [Supplementary Retirement Benefits Act](#), R.S., 1985, c. S-24 as it affects the PSSA. It does not include pensions payable pursuant to the [Canadian Forces Superannuation Act](#), R.S., 1985, c. C-17, the [Defence Services Pension Continuation Act](#), 1970, c. D-3, the [Royal Canadian Mounted Police Pension Continuation Act](#), 1970, c. R-10, and the [Royal Canadian Mounted Police Superannuation Act](#), R.S., 1985, c. R-11, the [Members of Parliament Retiring Allowances Act](#), R.S. 1985, c. M-5, and that portion of pension payable to the [Canada Pension Plan Act](#), R.S., 1985, c. C-8.

### Section 1 - Former Public Servant in Receipt of a Pension

***As per the above definitions, is the Bidder/Offeror/Supplier a FPS in receipt of a pension?***

Yes  No

If not, please proceed to Section 3.

If so, the Bidder/Offeror/Supplier must provide the following information, as applicable, for all FPS in receipt of a pension, and proceed to Sections 2 and 3:

<b>Name of Former Public Servant:</b>	<b>Date of Termination of Employment or Retirement From The Public Service:</b>
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By providing this information, Bidders agree that the successful Bidder's status, with respect to being a former public servant in receipt of a pension, will be reported on departmental websites as part of the published proactive disclosure reports in accordance with [Contracting Policy Notice: 2019-01](#) and the [Guidelines on the Proactive Disclosure of Contracts](#).

## Section 2 - Work Force Reduction Programs

***Is the Bidder/Offeror/Supplier a FPS who received a lump sum payment pursuant to the terms of a work force reduction program?***

Yes  No

If not, please proceed to Section 3.

If so, the Bidder/Offeror/Supplier must provide the following information, and proceed to Sections 3:

<b>Name of Former Public Servant:</b>		
<b>Conditions of the Lump Sum Payment Incentive:</b>		
<b>Date of Termination of Employment:</b>	<b>Amount of Lump Sum Payment:</b>	<b>Rate of Pay on which Lump Sum Payment is Based:</b>
		\$ /Week
<b>Period of Lump Sum Payment:</b>		
<b>Start Date:</b>	<b>Completion Date:</b>	<b>Weeks:</b>
<b>Other Contracts Subject to the Restrictions of a Work Force Reduction Program:</b>		
<b>Contract Number:</b>	<b>Contract Amount (Professional Fees):</b>	
	\$	
	\$	
	Total: \$	

## Section 3 – Certification

This is to certify that the information entered in previous sections is complete and accurate.

<b>Entity Name:</b>	
<b>Signature</b>	<b>Date</b>

## 2.4 Enquiries - Bid Solicitation

All enquiries must be submitted in writing to the Contracting Authority no later than 5 working days before the bid closing date. Enquiries received after that time may not be answered.

Bidders should reference as accurately as possible the numbered item of the bid solicitation to which the enquiry relates. Care should be taken by Bidders to explain each question in sufficient detail in order to enable Canada to provide an accurate answer. Technical enquiries that are of a proprietary nature must be clearly marked "proprietary" at each relevant item. Items identified as "proprietary" will be treated as such except where Canada determines that the enquiry is not of a proprietary nature. Canada may edit the question(s) or may request that the Bidder do so, so that the proprietary nature of the question(s) is eliminated, and the enquiry can be answered to all Bidders. Enquiries not submitted in a form that can be distributed to all Bidders may not be answered by Canada.

## 2.5 Applicable Laws

Any resulting contract must be interpreted and governed, and the relations between the parties determined, by the laws in force in Prince Edward Island.

Bidders may, at their discretion, substitute the applicable laws of a Canadian province or territory of their choice without affecting the validity of their bid, by deleting the name of the Canadian province or territory specified and inserting the name of the Canadian province or territory of their choice. If no change is made, it acknowledges that the applicable laws specified are acceptable to the Bidders.

## 2.6 Bid Challenge and Recourse Mechanisms

- (a) Several mechanisms are available to potential suppliers to challenge aspects of the procurement process up to and including contract award.
- (b) Canada encourages suppliers to first bring their concerns to the attention of the Contracting Authority. Canada's [Buy and Sell](#) website, under the heading "[Bid Challenge and Recourse Mechanisms](#)" contains information on potential complaint bodies such as:
  - Office of the Procurement Ombudsman (OPO)
  - Canadian International Trade Tribunal (CITT)
- (c) Suppliers should note that there are **strict deadlines** for filing complaints, and the time periods vary depending on the complaint body in question. Suppliers should therefore act quickly when they want to challenge any aspect of the procurement process.



## **PART 3 - BID PREPARATION INSTRUCTION**

### **3.1 Bid Preparation Instructions**

The bid must be gathered per section and separated as follows:

Section I: Technical Bid (One soft PDF copy by e-mail)

Section II: Financial Bid (One soft PDF copy by e-mail)

Section III: Certifications (One soft PDF copy by e-mail)

Prices must appear in the financial bid only. No prices must be indicated in any other section of the bid.

Due to the nature of the bid solicitation, bids transmitted by epost Connect service and by facsimile will not be accepted.

#### **Section I: Technical Bid**

In their technical bid, Bidders should explain and demonstrate how they propose to meet the requirements and how they will carry out the Work.

#### **Section II: Financial Bid**

Bidders must submit their financial bid in accordance with the Basis of Payment Table in Annex B.

#### **Section III: Certifications**

Bidders must submit the certifications and additional information required under Part 5.

##### **3.1.1 Electronic Payment of Invoices – Bid**

The Bidder accepts the following Electronic Payment Instrument:

( ) Direct Deposit (Domestic and International)

Acceptance of Electronic Payment Instruments will not be considered as an evaluation criterion.

##### **3.1.2 Exchange Rate Fluctuation**

SACC Manual clause: [C3011T](#) (2013-11-06) Exchange Rate Fluctuation

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## **PART 4 - EVALUATION PROCEDURES AND BASIS OF SELECTION**

### **4.1 Evaluation Procedures**

- (a) Bids will be assessed in accordance with the entire requirement of the bid solicitation including the technical and financial evaluation criteria.
- (b) An evaluation team composed of representatives of Canada will evaluate the bids.

#### **4.1.1 Technical Evaluation**

##### **4.1.1.1 Mandatory Technical Criteria**

Refer to Annex "C"

##### **4.1.1.2 Point Rated Technical Criteria**

Refer to Annex "C"

#### **4.1.2 Financial Evaluation**

*SACC Manual* Clause [A0220T](#) (2014-06-26), Evaluation of Price

### **4.2 Basis of Selection**

#### **4.2.1 Basis of Selection - Highest Combined Rating of Technical Merit and Price**

1. To be declared responsive, a bid must:
  - a. comply with all the requirements of the bid solicitation; and
  - b. meet all mandatory criteria; and
  - c. obtain the required minimum of **57.5** points overall for the technical evaluation criteria which are subject to point rating. The rating is performed on a scale of **100** points.
2. Bids not meeting (a) or (b) or (c) will be declared non-responsive.
3. The selection will be based on the highest responsive combined rating of technical merit and price. The ratio will be 60 % for the technical merit and 40% for the price.
4. To establish the technical merit score, the overall technical score for each responsive bid will be determined as follows: total number of points obtained / maximum number of points available multiplied by the ratio of 60 %
5. To establish the pricing score, each responsive bid will be prorated against the lowest evaluated price and the ratio of 40 %
6. For each responsive bid, the technical merit score and the pricing score will be added to determine its combined rating.
7. Neither the responsive bid obtaining the highest technical score nor the one with the lowest evaluated price will necessarily be accepted. The responsive bid with the highest combined rating of technical merit and price will be recommended for award of a contract.

The table below illustrates an example where all three bids are responsive and the selection of the contractor is determined by a 60/40 ratio of technical merit and price, respectively. The total available points equals 135 and the lowest evaluated price is \$45,000 (45).

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**Basis of Selection - Highest Combined Rating Technical Merit (60%) and Price (40%)**

		Bidder 1	Bidder 2	Bidder 3
<b>Overall Technical Score</b>		115/135	89/135	92/135
<b>Bid Evaluated Price</b>		\$55,000.00	\$50,000.00	\$45,000.00
<b>Calculations</b>	<b>Technical Merit Score</b>	$115/135 \times 60 = 51.11$	$89/135 \times 60 = 39.56$	$92/135 \times 60 = 40.89$
	<b>Pricing Score</b>	$45/55 \times 40 = 32.73$	$45/50 \times 40 = 36.00$	$45/45 \times 40 = 40.00$
<b>Combined Rating</b>		83.84	75.56	80.89
<b>Overall Rating</b>		1st	3rd	2nd

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## PART 5 – CERTIFICATIONS AND ADDITIONAL INFORMATION

Bidders must provide the required certifications and additional information to be awarded a contract.

The certifications provided by Bidders to Canada are subject to verification by Canada at all times. Unless specified otherwise, Canada will declare a bid non-responsive, or will declare a contractor in default if any certification made by the Bidder is found to be untrue whether made knowingly or unknowingly, during the bid evaluation period or during the contract period.

The Contracting Authority will have the right to ask for additional information to verify the Bidder's certifications. Failure to comply and to cooperate with any request or requirement imposed by the Contracting Authority will render the bid non-responsive or constitute a default under the Contract.

### 5.1 Certifications Required with the Bid

Bidders must submit the following duly completed certifications as part of their bid.

#### 5.1.1 Integrity Provisions - Declaration of Convicted Offences

In accordance with the Integrity Provisions of the Standard Instructions, all bidders must provide with their bid, **if applicable**, the declaration form available on the [Forms for the Integrity Regime](http://www.tpsgc-pwgsc.gc.ca/ci-if/declaration-eng.html) website (<http://www.tpsgc-pwgsc.gc.ca/ci-if/declaration-eng.html>), to be given further consideration in the procurement process.

#### 5.1.2 Additional Certifications Required with the Bid

*SACC Manual clause:* [A3025T](#) (2020-05-04) Former Public Servant – Competitive Bid (Provide the Former Public Servant Certification Form, Part 2, Section 2.3).

### 5.2 Certifications Precedent to Contract Award and Additional Information

The certifications and additional information listed below should be submitted with the bid, but may be submitted afterwards. If any of these required certifications or additional information is not completed and submitted as requested, the Contracting Authority will inform the Bidder of a time frame within which to provide the information. Failure to provide the certifications or the additional information listed below within the time frame provided will render the bid non-responsive.

#### 5.2.1 Integrity Provisions – Required Documentation

In accordance with the section titled Information to be provided when bidding, contracting or entering into a real property agreement of the [Ineligibility and Suspension Policy](http://www.tpsgc-pwgsc.gc.ca/ci-if/politique-policy-eng.html) (<http://www.tpsgc-pwgsc.gc.ca/ci-if/politique-policy-eng.html>), the Bidder must provide the required documentation, as applicable, to be given further consideration in the procurement process.

#### 5.2.2 Federal Contractors Program for Employment Equity - Bid Certification

By submitting a bid, the Bidder certifies that the Bidder, and any of the Bidder's members if the Bidder is a Joint Venture, is not named on the Federal Contractors Program (FCP) for employment equity "FCP Limited Eligibility to Bid" list available at the bottom of the page of the [Employment and Social Development Canada \(ESDC\) - Labour's](https://www.canada.ca/en/employment-social-development/programs/employment-equity/federal-contractor-program.html#) website (<https://www.canada.ca/en/employment-social-development/programs/employment-equity/federal-contractor-program.html#>).

Canada will have the right to declare a bid non-responsive if the Bidder, or any member of the Bidder if the Bidder is a Joint Venture, appears on the "FCP Limited Eligibility to Bid" list at the time of contract award.

### **5.2.3 Additional Certifications Precedent to Contract Award**

#### **5.2.3.1 Status and Availability of Resources**

*SACC Manual clause:* [A3005T](#) (2010-08-16); Status and Availability of Resources

#### **5.2.3.2 Education and Experience**

*SACC Manual clause:* [A3010T](#) (2010-08-16) *Education and Experience*

## **PART 6 - RESULTING CONTRACT CLAUSES**

The following clauses and conditions apply to and form part of any contract resulting from the bid solicitation.

### **6.1 Security Requirements**

**6.1.1** There is no security requirement applicable to the Contract.

### **6.2 Statement of Work**

The Contractor must perform the Work in accordance with the Statement of Work at Annex "A".

### **6.3 Standard Clauses and Conditions**

All clauses and conditions identified in the Contract by number, date and title are set out in the [Standard Acquisition Clauses and Conditions Manual](https://buyandsell.gc.ca/policy-and-guidelines/standard-acquisition-clauses-and-conditions-manual) (https://buyandsell.gc.ca/policy-and-guidelines/standard-acquisition-clauses-and-conditions-manual) issued by Public Works and Government Services Canada.

#### **6.3.1 General Conditions**

[2010B](#) (2020-05-28), General Conditions - Professional Services (Medium Complexity) apply to and form part of the Contract.

### **6.4 Term of Contract**

#### **6.4.1 Period of the Contract**

The period of the Contract is from date of Contract to November 30, 2021 inclusive.

### **6.5 Authorities**

#### **6.5.1 Contracting Authority**

The Contracting Authority for the Contract is:

Name: Rodrigue LeBlanc  
Title: Contracting for Services Officer  
Organization: Atlantic Canada Opportunities Agency  
Address: 644 Main Street  
P.O. Box 9051  
Moncton, New Brunswick, E1C 9J8

Telephone: (506) 851-3996  
E-mail address: [contracting-marches@acoa-apeca.gc.ca](mailto:contracting-marches@acoa-apeca.gc.ca)

The Contracting Authority is responsible for the management of the Contract and any changes to the Contract must be authorized in writing by the Contracting Authority. The Contractor must not perform work in excess of or outside the scope of the Contract based on verbal or written requests or instructions from anybody other than the Contracting Authority.

#### **6.5.2 Project Authority**

The Project Authority for the Contract is:

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Name: \_\_\_\_\_  
Title: \_\_\_\_\_  
Organization: \_\_\_\_\_  
Address: \_\_\_\_\_  
Telephone: \_\_\_\_\_  
E-mail address: \_\_\_\_\_

The Project Authority is the representative of the department or agency for whom the Work is being carried out under the Contract and is responsible for all matters concerning the technical content of the Work under the Contract. Technical matters may be discussed with the Project Authority, however the Project Authority has no authority to authorize changes to the scope of the Work. Changes to the scope of the Work can only be made through a contract amendment issued by the Contracting Authority.

### 6.5.3 Contractor's Representative

Name: \_\_\_\_\_  
Title: \_\_\_\_\_  
Organization: \_\_\_\_\_  
Address: \_\_\_\_\_  
Telephone: \_\_\_\_\_  
E-mail address: \_\_\_\_\_

## 6.6 Proactive Disclosure of Contracts with Former Public Servants

By providing information on its status, with respect to being a former public servant in receipt of a [Public Service Superannuation Act](#) (PSSA) pension, the Contractor has agreed that this information will be reported on departmental websites as part of the published proactive disclosure reports, in accordance with [Contracting Policy Notice: 2019-01](#) of the Treasury Board Secretariat of Canada

## 6.7 Payment

### 6.7.1 Basis of Payment - Firm Price

In consideration of the Contractor satisfactorily completing all of its obligations under the Contract, the Contractor will be paid a "firm price" as specified in in Annex "B" for a cost of \$ \_\_\_\_\_ (insert the amount at contract award). Customs duties are included and Applicable Taxes are extra.

Canada will not pay the Contractor for any design changes, modifications or interpretations of the Work, unless they have been approved, in writing, by the Contracting Authority before their incorporation into the Work.

### 6.7.2 Terms of Payment – Milestone Payments - Not subject to holdback

Canada will make milestone payments in accordance with the Schedule of Milestones detailed in the Contract and the payment provisions of the Contract if:

- a. an accurate and complete Claim for Progress Payment, and any other document required by the Contract have been submitted in accordance with the invoicing instructions provided in the Contract;
- b. all work associated with the milestone and as applicable any deliverable required has been completed and accepted by Canada.

The schedule of milestones for which payments will be made in accordance with the Contract is as follows:

<b>Milestone No.</b>	<b>Completed Deliverable</b>	<b>Firm Amount</b>
1.	– Delivery and acceptance of reviews of ACOA's Destination Development and Operator Readiness Programs and  Scan of existing Indigenous Tourism Development tool	30% of total cost
2.	– Delivery and acceptance of a minimum of 3 best practices in Indigenous tourism development case studies	30% of total cost
3.	– Delivery and acceptance of the final report	40% of total cost

#### **6.7.4 SACC Manual Clauses**

SACC Manual Clause [G1005C](#) (2016-01-28), Insurance – No Specific Requirement

#### **6.7.5 Electronic Payment of Invoices – Contract**

The Contractor accepts to be paid using the following Electronic Payment Instrument:

- a. Direct Deposit (Domestic and International);

#### **6.8 Invoicing Instructions**

1. The Contractor must submit invoices in accordance with the section entitled "Invoice Submission" of the general conditions. Invoices cannot be submitted until all work identified in the invoice is completed.

Each invoice must be supported by:

- a. a copy of the release document and any other documents as specified in the Contract;
- b. a copy of the progress report.

2. Invoices must be distributed as follows:

- a. The original and one (1) copy must be forwarded to the address shown on page 1 of the Contract for certification and payment.

#### **6.9 Certifications and Additional Information**

##### **6.9.1 Compliance**



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Unless specified otherwise, the continuous compliance with the certifications provided by the Contractor in its bid or precedent to contract award, and the ongoing cooperation in providing additional information are conditions of the Contract and failure to comply will constitute the Contractor in default. Certifications are subject to verification by Canada during the entire period of the Contract.

#### **6.10 Applicable Laws**

The Contract must be interpreted and governed, and the relations between the parties determined, by the laws in force in Prince Edward Island.

#### **6.11 Priority of Documents**

If there is a discrepancy between the wording of any documents that appear on the list, the wording of the document that first appears on the list has priority over the wording of any document that subsequently appears on the list.

- (a) the Articles of Agreement;
- (b) the general conditions [2010B](#) (2020-05-28), General Conditions - Professional Services (Medium Complexity)
- (c) Annex A, Statement of Work
- (d) the Contractor's bid dated \_\_\_\_\_ (*insert date of bid*).

#### **6.12 Dispute Resolution**

- (a) The parties agree to maintain open and honest communication about the Work throughout and after the performance of the contract.
- (b) The parties agree to consult and co-operate with each other in the furtherance of the contract and promptly notify the other party or parties and attempt to resolve problems or differences that may arise.
- (c) If the parties cannot resolve a dispute through consultation and cooperation, the parties agree to consult a neutral third party offering alternative dispute resolution services to attempt to address the dispute.
- (d) Options of alternative dispute resolution services can be found on Canada's Buy and Sell website under the heading "[Dispute Resolution](#)".

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## ANNEX "A"

### Statement of Work

#### Indigenous Tourism Development in Atlantic Canada

##### 1.0 Purpose

##### 1.1 Objective:

The objective for the project is to undertake a review and analysis of tools or approaches to support Indigenous destination development. Resulting recommendations will guide the development of programming to further Indigenous destination development in Atlantic Canada.

As it pertains to Indigenous tourism development, this review and analysis will determine the applicability of ACOA's existing destination development and operator readiness tools. This review will also identify best practices, programs, and/or tools from leading Indigenous tourism destinations. Through reviews, consultations with key stakeholders in Indigenous tourism development and analysis of successful Indigenous tourism destinations, this project is expected to produce recommendations to develop, adopt, and/or adapt tool(s) designed to reflect the needs of Indigenous communities in destination planning.

##### 1.2 Background:

Prior to the COVID-19 pandemic, the Indigenous tourism sector was a growing part of the overall tourism industry. Research by the Indigenous Tourism Association of Canada (ITAC) in 2017 identified 172 Indigenous tourism businesses in Atlantic Canada who employed 2,416 FTEs, generated \$75.7 million in labour income and contributed \$107.7 million in Direct GDP.

Recognizing that Indigenous tourism is an emerging sector in Atlantic Canada, ACOA has been making a targeted effort to support tourism development in Indigenous communities in Atlantic Canada. This has included work on community development for tourism, strategic planning, experiential product training and best practices missions.

ACOA has developed four destination development and operator readiness tools: Strategic Tourism for Areas and Regions (STAR), Strategic Tourism Expansion Program (STEP), Destination Market Readiness (DMR) and Accelerated Market Readiness for Tourism Operators (AMR). While these tools have had great success in furthering tourism development across the region, feedback has indicated that program structure may not reflect the unique cultural, economic and political structures of Indigenous communities.

As vaccination rates increase across the country and the tourism sector in Atlantic Canada begins to look to recovery, there is an opportunity to regain momentum on Indigenous tourism development in the region. To support growth of this sector, there is a need to identify and/or develop tools that can support destination development in Indigenous communities around the region.

#### 2 Requirements:

##### 2.1 Scope of Work

1. **Steering Committee** - Immediately following the award of the contract the contractor must meet with the project steering committee, made up of representatives from ACOA. During this meeting, the contractor will have the opportunity to discuss the scope of work, project goals and timelines. At this time, the contractor will have the opportunity to request copies of any reports, documents or other information relevant to this assignment. The committee will remain engaged throughout the life

of the project to provide support and guidance to the contractor and to review deliverables as they become available.

2. **Review of ACOA's Destination Development and Operator Readiness Programs** – The contractor will review ACOA's existing destination development and operator readiness tools available in this solicitation to determine suitability for use within Indigenous communities. Details on programs are included as reference documents. This review will determine if the tools are designed appropriately for the cultural, economic and political structures of Indigenous communities and identify gaps. This component of the project will also include review of a pilot project using the Destination Market Readiness program in Neqotkuk Wolastoq Nation in New Brunswick to identify successes and challenges with the program structure.
3. **Key Stakeholder Consultations** – The contractor will prepare a discussion guide to be delivered to a minimum of ten (10) key stakeholders in Indigenous tourism development within Atlantic Canada. Once the discussion guide has been approved by the Steering Committee, the consultant will deliver (in person or by telephone) this guide. ACOA will provide a list of stakeholders, and contact information, to be interviewed. These interviews are expected to provide insights into the dynamics of creating a successful Indigenous tourism destination in Atlantic Canada.
4. **Review of Indigenous Tourism Development Tools** – In consultation with the Steering Committee, the contractor will scan Indigenous tourism development tools in other jurisdictions. This should include a review of tools designed to support Indigenous communities in destination development that may exist regionally, nationally and/or internationally. At a minimum, this should include programs available to advance Indigenous tourism offered through the Indigenous Tourism Association of Canada (ITAC), the Gros Morne Institute for Sustainable Tourism and the approach currently in use at Lennox Island First Nation.
5. **Best Practices in Indigenous Tourism Development** – In consultation with the Steering Committee, the contractor will develop and present a minimum of three case studies on Indigenous communities that have been successful in tourism destination development. This scan will consider regional, national and international destinations. The destinations profiled should reflect similar circumstances to Indigenous communities in Atlantic Canada, where many tourism assets are band-owned. The case studies will discuss factors of success in destination development with a focus on tools, processes or programs used to support Indigenous tourism efforts. Case studies should also highlight any expertise engaged in Indigenous Tourism Development efforts, and the skills that these individuals brought to these initiatives.
6. **Recommendations on Next Steps** – Using the topline reports prepared for and discussed by the Steering Committee in each previous phase, the contractor will prepare a final, integrated draft report including recommendations for developing and/or adopting tools or programs to support Indigenous tourism development. Recommendations could involve modifications to existing programming, adoption of programming from other jurisdictions or creation of new Indigenous tourism development models. The report should also include insights into the type of expertise required to support destination development in Indigenous communities.

## 2.2 Deliverables and Acceptance Criteria:

In accordance with the activities listed above, the contractor is expected to deliver the following deliverables:

Deliverable		Timeline
Kick Off Meeting	The contractor must attend a kick-off meeting with the project steering committee to address any questions,	Within one week of issuing contract

	request additional materials and agree upon project timeline.	
Steering Committee Meetings	The contractor will schedule regular meetings with the steering committee to provide updates on work and discuss any early insights as activities are underway.	Bi-weekly at a minimum, or as required.
Review of ACOA's Destination Development and Operator Readiness Programs	The contractor must submit a topline report of the review of ACOA programs to the steering committee for consideration and input.	
Key Stakeholder Consultation Discussion Guide	The contractor will prepare a discussion guide for a minimum of ten (10) key stakeholders in Indigenous Tourism Development in Atlantic Canada. This guide will be submitted to the steering committee for consideration and input.	
Review of Indigenous Tourism Development Tools	Upon completion of the scan of existing Indigenous Tourism Development Tools, the contractor will submit a topline report summarizing the various programs and tools to the steering committee for consideration and input.	
Key Stakeholder Consultations	Upon completion of stakeholder interviews, the contractor will submit a top line report of findings to the steering committee for consideration and input.	
Best Practices in Indigenous Tourism Development	The contractor will prepare and submit a minimum of three (3) case studies on Indigenous communities that have been successful in tourism development to the steering committee for consideration and input.	
Draft Report and Recommendations	Using insights gathered from each activity within the project, the contractor will prepare a final report integrating all findings into recommendations for Indigenous Tourism Development in Atlantic Canada. This will include relevant research from previous phases and could include recommendations to modify existing destination development programming, adopt existing Indigenous tourism development tools or suggestions for the creation of new tools. The draft will be submitted to the steering committee for consideration and input.	
Final Report and Recommendations	A final report and series of recommendations for Indigenous tourism development tools in Atlantic Canada will be submitted in PDF and Word to the project steering committee. Findings will be presented to ACOA senior officials.	Within 100 days of issuing contract.

## **2.3 Accessibility Requirements**

The Government of Canada strives to ensure that the goods and services it procures are inclusive by design and accessible by default, in accordance with the Accessible Canada Act, its associated regulations and standards, and Treasury Board Contracting Policy. Procurement documents will specify the accessibility requirements to be met.

The reports and any related documents shall be delivered in an electronic format compatible with Microsoft Word or Microsoft Excel, and must meet Accessible format\*. Portable Document Format (PDF) or other formats that cannot be manipulated will not be accepted.

\*Flexibility should be built into the deliverable to allow adaptation or accommodation to be easily integrated for persons with disabilities.

## **2.4 Constraints**

Indigenous tourism was significantly impacted by COVID-19 and communities will need support to successfully develop sustainable tourism destinations. ACOA is implementing a Strategic Partnership Initiative through Indigenous Services Canada that is focused on tourism development. The initiative timing is April 2021 – March 2023. The outcome of this work will influence year two and three of the SPI's approach to destination development; the deliverables will need to be completed within 100 days of contract being awarded.

## **2.5 Language of work**

Meetings held with the Project Authority will be in English. The deliverables must be provided in English.

## **2.6 Travel**

Travel may be required to Indigenous communities within Atlantic Canada.

## **3.0 Reference Documents**

Program guides for ACOA's destination development and operator readiness programs:

1. STAR Manual
2. STEP Manual
3. DMR Program Booklet
4. AMR Program Booklet

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**ANNEX "B"**

**BASIS OF PAYMENT**

<b>A</b> <b>Proposed Resource Person</b>	<b>B</b> <b>Proposed No. of Days</b>	<b>C</b> <b>Daily Fixed Rate</b> (inclusive of administrative costs and travel expenses)	<b>D</b> <b>Cost (BXC)</b>
1.			
2.			
3.			
4.			
5.			
Total:			
Applicable Taxes (HST 15%):			
Total Firm Price:			

**Definition of a Day**

A day is defined as 7.5 hours exclusive of meal breaks.

**ANNEX "C"**

**TECHNICAL EVALUATION CRITERIA**

**Part 1: Mandatory Evaluation Criteria**

1. The Proposals MUST meet all of the following mandatory requirements. The Proposals must be supported by proper and adequate detail, particularly where a mandatory item requires supporting evidence. Those not meeting all of these mandatory requirements will be given no further consideration.
  
2. The mandatory evaluation criteria are:

ATTENTION BIDDER: Please include the table below and write the relevant page number(s) from your proposal which addresses the issue beside the criteria below.

CRITERIA	Cross Reference to Proposal (page #)	FOR EVALUATION PURPOSES	
		MET/NOT MET	COMMENTS
<b>M1</b>	The Bidder must identify at least one resource on the proposed team with demonstrated experience working in Indigenous community development.		
<b>M2</b>	The Bidder must identify at least one resource on the proposed team with demonstrated experience in tourism destination development.		

<b>M3</b>	The Bidder must identify at least one resource on the proposed team with demonstrated experience in primary research.			
<b>M4</b>	The Bidder must identify at least one resource on the project team with a demonstrated understanding of tourism program design.			
<b>M5</b>	The Bidder must provide a detailed work plan including proposed approach, timeline, level of effort per resources and their assigned tasks.			
<b>M6</b>	<p>References:</p> <p>The Bidder must provide three (3) references that can attest to the project team's capacity to undertake work related to the review and assessment of destination development programs.</p> <p>The Bidder must also provide three (3) references that can verify the team's expertise in Indigenous community development. The minimum documentation required for each reference is as follows:</p> <ul style="list-style-type: none"> <li>a) Name of client</li> <li>b) Current email address for client</li> <li>c) Brief description of work undertaken</li> <li>d) Date(s) and duration of project</li> </ul>			



## **Part 2: Point-Rated Evaluation Criteria**

1. In addition to meeting all of the mandatory requirements, the Proposals will be evaluated and scored in accordance with specific evaluation criteria as detailed in this section.
2. When citing past projects as examples, details should be include information such as:
  - a. Project descriptions and overview of deliverables;
  - b. Start and end time (month / year) of the project and specify actual time period (months, years) (if applicable) spent on the project;
  - c. Role and responsibilities of your company within the project, including a description of the services provided to the client and type of deliverables; and
  - d. Identify the client organization (provide references). Include the client contact name for which the work was directly performed and contact information. Note that contact information for any reference cited should include contact name, title and current telephone number.
3. Personnel resumes used within the context of the proposal should provide detail regarding the qualifications, relevant experience, and expertise of the proposed team member(s), including a summary/description of their past projects. Note that contact information for any reference cited should include contact name, title, and current e-mail address and telephone number.
4. Note that in support of paragraphs 2 and 3 above, the evaluation team reserves the right to contact any reference provided.
5. The point-rated evaluation criteria are:

**ATTENTION BIDDER:** Please include the table below and write the relevant page number(s) from your proposal which addresses the issue beside the criteria below.

Point Rated Criteria		Points Breakdown	Max Points	FOR EVALUATION PURPOSES	
				SCORE	COMMENTS
R1	<p><u>Knowledge and understanding:</u> The Bidder provides contextual information on:</p> <p>a) ACOA's destination development programs in their current context, notably the core elements of the program structure</p> <p>b) Indigenous community development, including awareness of political, economic and social structures of Atlantic Canada's Indigenous communities</p> <p>c) The strategies required to successfully advance tourism through destination development</p> <p>d) A demonstrated understanding of program design</p>	<p><b>-Unsatisfactory (0 point):</b> The proposal does not include contextual information on ACOA's destination development programs in their current context, nor does it include information Indigenous communities in the region, strategies for destination development or understanding of program design.</p> <p><b>-Satisfactory (15 points):</b> The proposal includes some contextual information on ACOA's destination development programs, as well as discussion of Indigenous community development in the region, strategies to advance tourism through destination development and program design. However, one or more of the key component(s) are insufficient, missing or unclear to demonstrate the knowledge and understanding of context in which the work will be conducted.</p> <p><b>-Exceptional (25 points):</b> The proposal contains contextual information (on all four elements and beyond), including ACOA's destination development programs, commentary on successes within Indigenous community development from a tourism perspective, and reflection on the political, economic and social structures of these communities in Atlantic Canada. The proposal also includes thoughtful discussion of strategies to advance tourism through destination development and consideration for strong program design.</p>	25		
R2	<p><u>Approach and methodology</u> The Bidder provides explanations regarding:</p> <p>a) the proposed approach to reviews of existing programs (both ACOA</p>	<p><b>- Unsatisfactory (0 point):</b> The proposal does not explain the approach that will be used, nor does it provide possible challenges and mitigation strategies, nor does it present an alignment of resources to each project component and level of effort per method or approach.</p>	25		

	<p>programs and others), consultation and case studies</p> <p>b) possible challenges and mitigation strategies</p> <p>c) alignment of resources to each project component and level of effort per method or approach</p>	<p>- <b>Satisfactory (15 points):</b> The proposal provides some explanations regarding the proposed approaches, and how they will be carried out, and possible challenges and mitigation strategies, including resources for each project component, however, one or more of the key component(s) are not clearly explained, missing or may not be feasible to implement within the timeframe of the project.</p> <p>- <b>Exceptional (25 points):</b> The proposal provides explanations regarding the proposed approaches, and contains details as to how they will be carried out, and possible challenges and mitigation strategies. The Bidder aligns resources to each method and specifies level of effort per methods/approach. The proposed approaches are feasible to implement within the timeframe of the project.</p>			
R3	<p><u>Project Work Plan</u> The Bidder includes information on:</p> <p>a) the proposed method of coordination and liaison with the project steering committee</p> <p>b) a work plan that details the project timelines, milestones and deliverables as well as allocated resources to specific tasks (level of effort, timing and cost)</p> <p>c) project management approaches and mitigation strategies</p>	<p>- <b>Unsatisfactory (0 point):</b> The proposal does not include information on the proposed method of coordination and liaison with the Steering Committee, nor does it include a work plan that details the project timelines, milestones and deliverables as well as allocated resources to specific tasks (level of effort, timing and cost). No project management approaches and mitigation strategies proposed.</p> <p>- <b>Satisfactory (7.5 points):</b> The proposal includes some information on the proposed method of coordination and liaison with the Steering Committee, and includes a work plan that details the project timelines, milestones and deliverables as well as allocated resources to specific tasks (level of effort, timing and cost), may provide some information on project management approaches and mitigation strategies, however, one or more of the key component(s) are not clearly explained, or are missing.</p>	15		

		- <b>Exceptional (15 points):</b> The proposal includes information that details proposed method of coordination and liaison with the Steering Committee, including a work plan with project timelines, milestones and deliverables as well as allocated resources to specific tasks (level of effort, timing and cost). The Bidder also included project management approaches and mitigation strategies that will support the timely completion of deliverables.			
R4	<p><u>Project Team</u> The Bidder includes information that connects members of the project team to the following criteria:</p> <p>a) Demonstrated experience working in Indigenous community development, which may include evaluation, strategy development, or tourism development specifically</p> <p>b) Demonstrated experience deploying strategies related to tourism destination development</p> <p>c) Demonstrated experience in primary research, completing reviews and interviews to form evidence based recommendations</p>	<p>- <b>Unsatisfactory (0 point):</b> The project team does not have work examples related to Indigenous community development, destination development, primary research or program design.</p> <p>- <b>Satisfactory (15 points):</b> The project team has provided examples of work related to Indigenous community development, destination development, and primary research centered around reviews and interviews.</p> <p>- <b>Exceptional (25 points):</b> The project team is able to provide recent work examples in Indigenous community development in Atlantic Canada, including projects in evaluation, strategy development and specifically tourism development. The team has recent experience working in both design and implementation of destination development programs, and has done primary research centered around reviews and interviews which resulted in evidenced based recommendations.</p>	25		
R5	<p><u>Letter of Reference</u> The quality of work identified by a letter of reference indicates that the Bidder is well-suited to undertake this work and deliver quality review, consultations and recommendations for tourism development, and attests</p>	<p>- <b>Unsatisfactory (0 point):</b> The letter of reference does not provide strong recommendation related to the timeliness, quality and successful completion of the Bidder's previous experience and/or work was not related to a project of similar type, scope and/or size.</p> <p>- <b>Satisfactory (2.5 points):</b> The letter of reference provides positive feedback related to the timeliness,</p>	5		

	to satisfactory performance on a similar projects.	<p>quality and successful completion of the Bidder's previous work, for work of similar type, scope and/or size.</p> <p>- <b>Exceptional (5 points):</b> The letter of reference provides positive feedback related to the timeliness, quality and successful completion of the Bidder's previous work, for work of similar type, scope and/or size. The letter attests to the project team's knowledge and experience with tourism destination development.</p>			
R6	<p><u>Letter of Reference</u> A letter of reference attests that the project team is experienced in Indigenous community development, and understands the unique political, economic and social structures that these communities have.</p>	<p>- <b>Unsatisfactory (0 point):</b> The letter of reference does not provide strong recommendations related to the timeliness, quality and successful completion of the Bidder's previous experience and/or work was not related to a project of similar type, scope and/or size.</p> <p>- <b>Satisfactory (2.5 points):</b> The letter provides positive feedback related to the timeliness, quality and successful completion of the Bidder's previous work, for work of similar type, scope and/or size.</p> <p>- <b>Exceptional (5 points):</b> The letter of reference contains positive feedback related to the timeliness, quality and successful completion of the Bidder's previous work, for work of similar type, scope and/or size. The letter attests to the project team's knowledge and experience with Indigenous economic development.</p>	<b>5</b>		
<b>Total points:</b>			<b>100</b>		
<b>Minimum Passing Score:</b>			<b>57.5</b>		